

2 DESIGN THINKING WORKSHOPS  
February 2019

# Skin Project 2025 Vision

# Cell C Workshop Scope

## The scope & aims

- Gather input, ideas and contributions from the Cell C executive, senior stakeholders & operational team leaders
- Share understanding of each team's context
- Develop alignment and a baseline for understanding for the Cell C Skin project
- Collect those views and visions for the ongoing Skin project, specifically for the

## Our workshop activities

We gathered ideas for a the shared vision of the future to 2025 to help ground the Skin project workshop participants in the right context - yet to provide a wide enough scope to allow alternative inspirations and unconventional ideation.

This took attendees on the same journey that the CX team have gone on as they conceived their Skin Project vision, helping them contribute towards insight and the definition of the project from today onwards – and site them in stakeholders' and users' wider, longer term needs.

# The Workshop Timeline

## Day 1 - company Chief - Level team and executives

- Stakeholder mapping for awareness and alignment
- Imagining 2025! Visualizing a Cell C dystopia...and utopia!
- How will we get to 2025? Making participant's visions tangible

## Day 2 - leaders in Operations

- Imagining 2025! Visualizing a Cell C dystopia...and utopia!
- How will we get to 2025? Making participant's visions tangible



# Visual Workshop Summary

# Key Outcomes

*Strong consistent subjects and their implications emerged throughout the workshops*

## PRINCIPLES & THEMES

Simplicity  
Proactive  
Digital First

## Aims

Better design  
Personalization

## Functions

Cross product management  
Data Hub

## Information & Data

Contextual information  
Cross product view & analysis

# Outcomes - what did they mean on the day?

## Principles & Themes

- *Simplicity* – a great design principle to aim for, the team also wanted to aim for
- *Proactive wherever possible* – the applications should ‘think ahead’, anticipate what the customer might need given their current data and challenges we have on them
- *Digital First* – think digital first before other channels

## Aims

- *Better design* – design with thought, research and our Users’ perspective
- *Personalization* – create experiences that are smart and personalised to a particular context, agent and customer

## Information & Data

- *Contextual information* – provide rounded data for the context, not aligned by system
- *Cross product view & analysis* – to view all a customer’s products and possible, best options using a streamlined interface

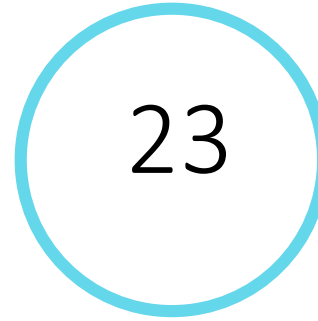
## Functions

- *Cross product management* – to be able to easily change, update and affect all a customer’s products using a streamlined interface
- *Data Hub* – to leverage data far better within the Cell C ecosystem

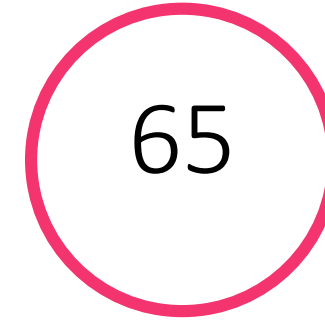
## Leftfield workshop metrics



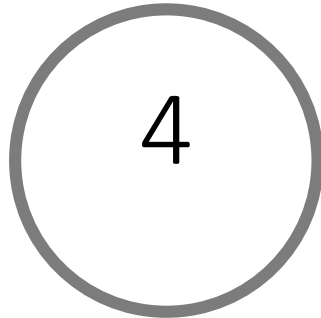
Ideas Generated  
(Day 1:Day2)



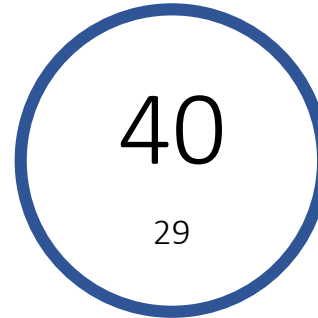
Questions Asked



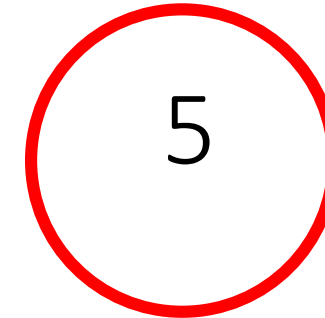
Novel Moments



Number of new  
research sources  
volunteered



Day 2 Participant  
count  
(vs. expected)



Times people sketched '*No more Cell C*'  
as an Ultimate Vision of Dystopia

# Cross- Channel Assessment Findings

Lack of digital interaction channels & self-service options



Siloed channels



Reactive and complex service



Little or No Contextual information to agent



Lack of standardized processes & cross skilling



Source: Information provided by Cell C, Secondary research on web, Cell C Website, IVR and Mobile App

# From Today to 2025!

Ideas from the workshops that bridged the gap between Today and 2025



Participants' grouped their ideas which fell in to these main theme groups in the workshop

# Word Cloud

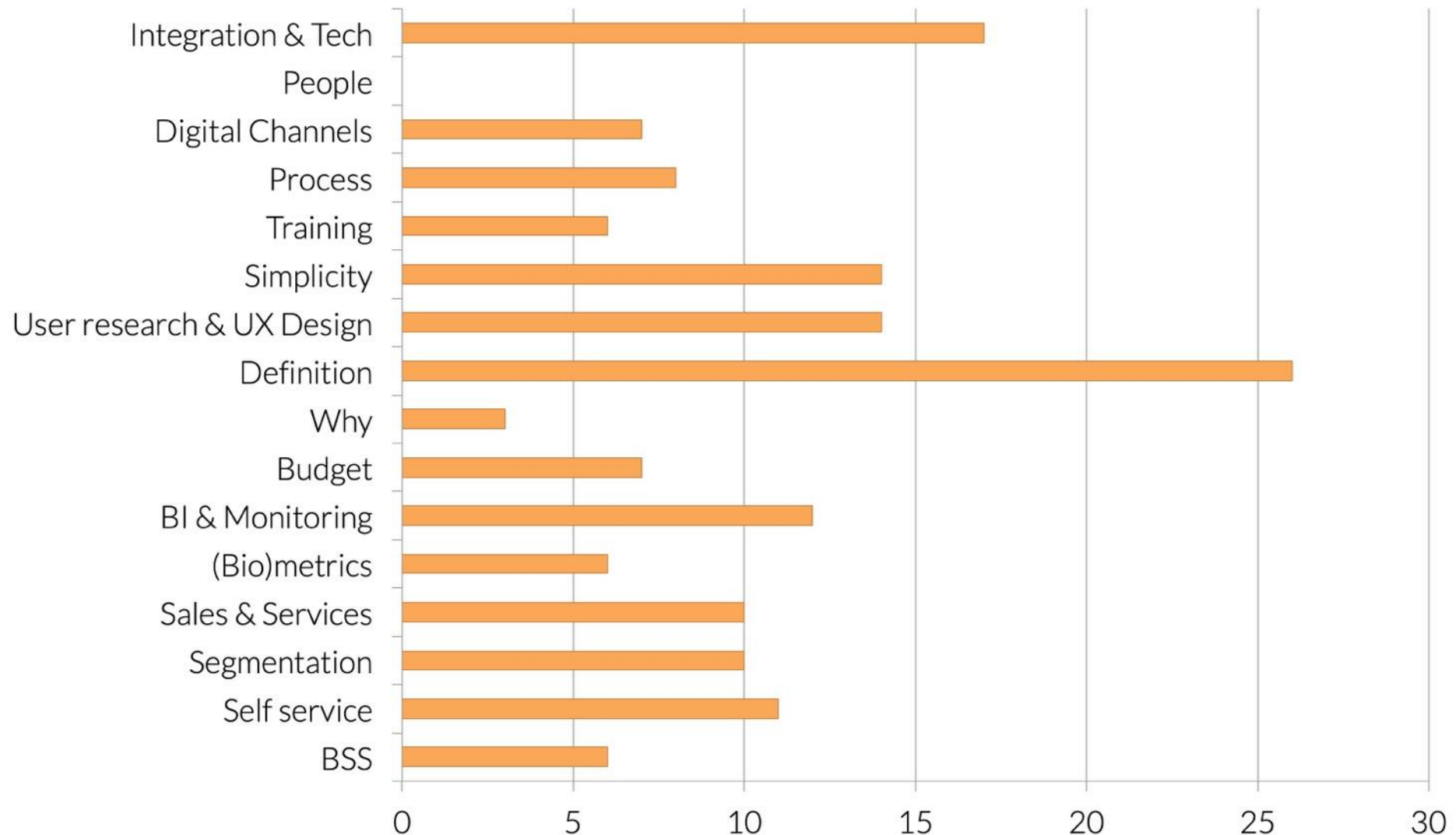
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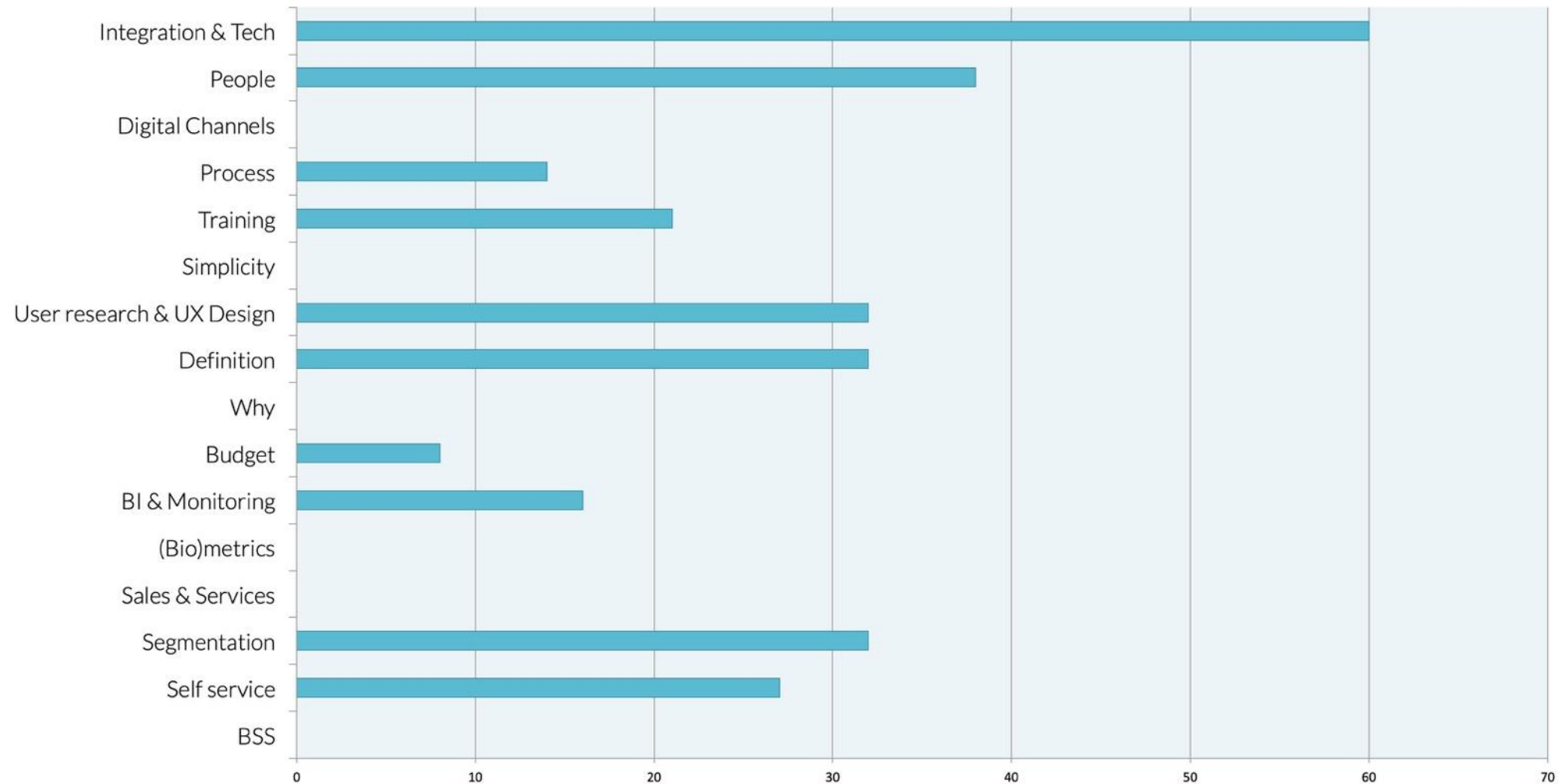
## Occurrences

31	customer
11	data
9	journey
6	system
5	sales
5	view
4	analytics
4	change
4	design
4	single
4	future
4	tools
4	based
4	list
4	big
3	understanding
3	integration
3	stakeholder
3	management
3	training
3	systems
3	process
3	service
3	digital
3	online
3	simple

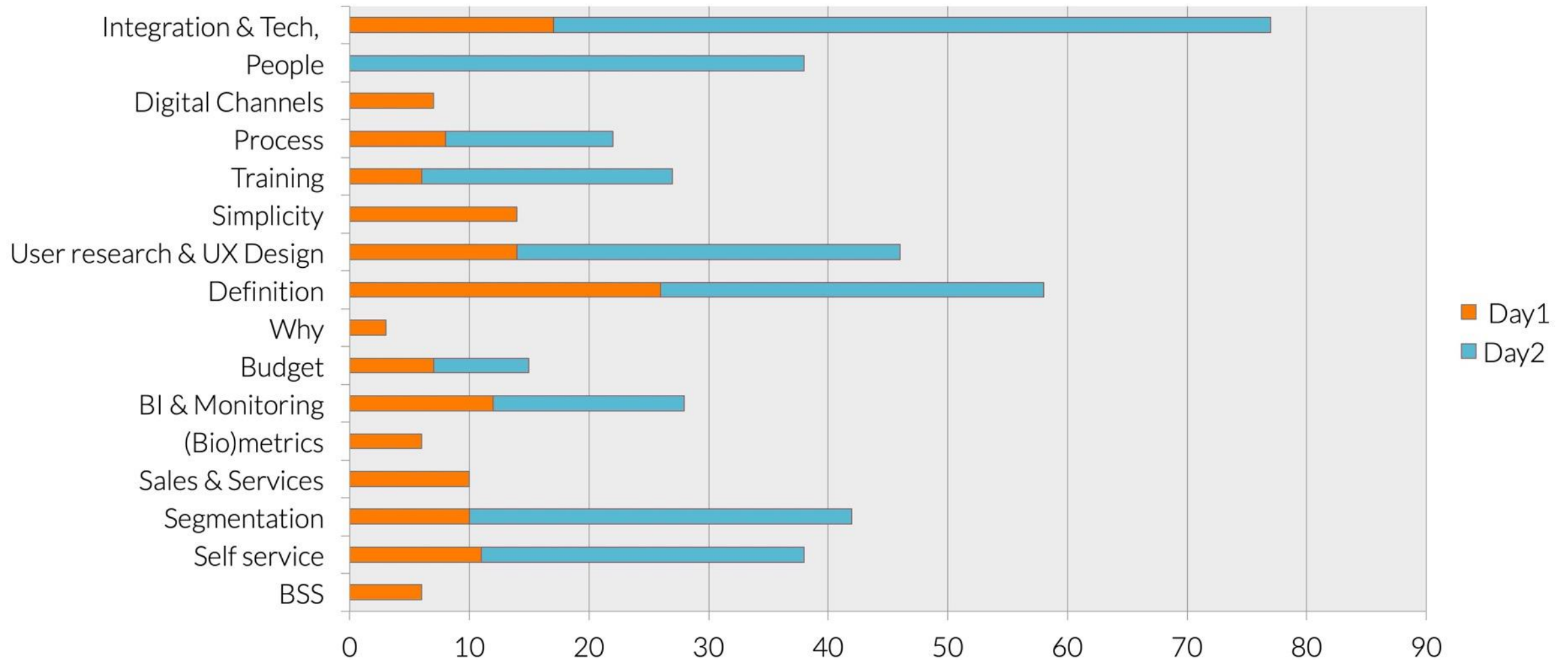
## Day 1: Themes & Number of Ideas that participants identified



## Day 2: Themes & Number of ideas that participants identified

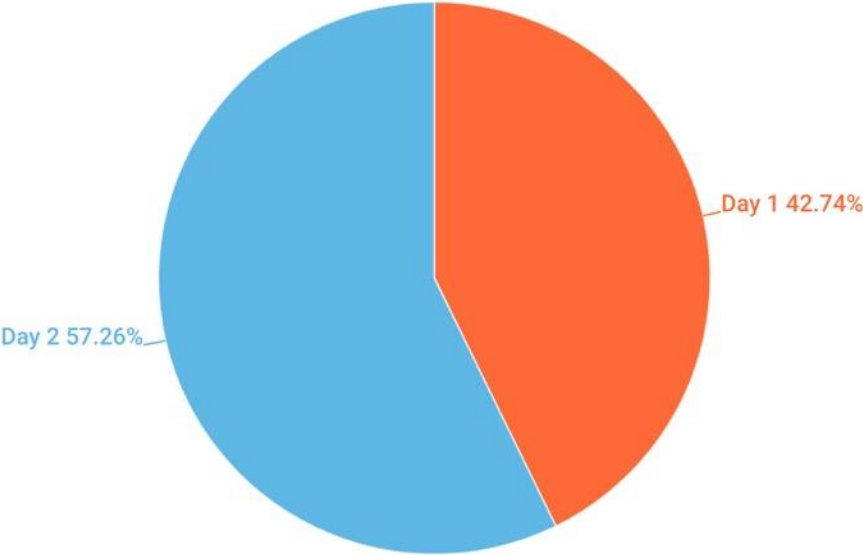


## Day 1 & 2: Themes & Number of Ideas Compared

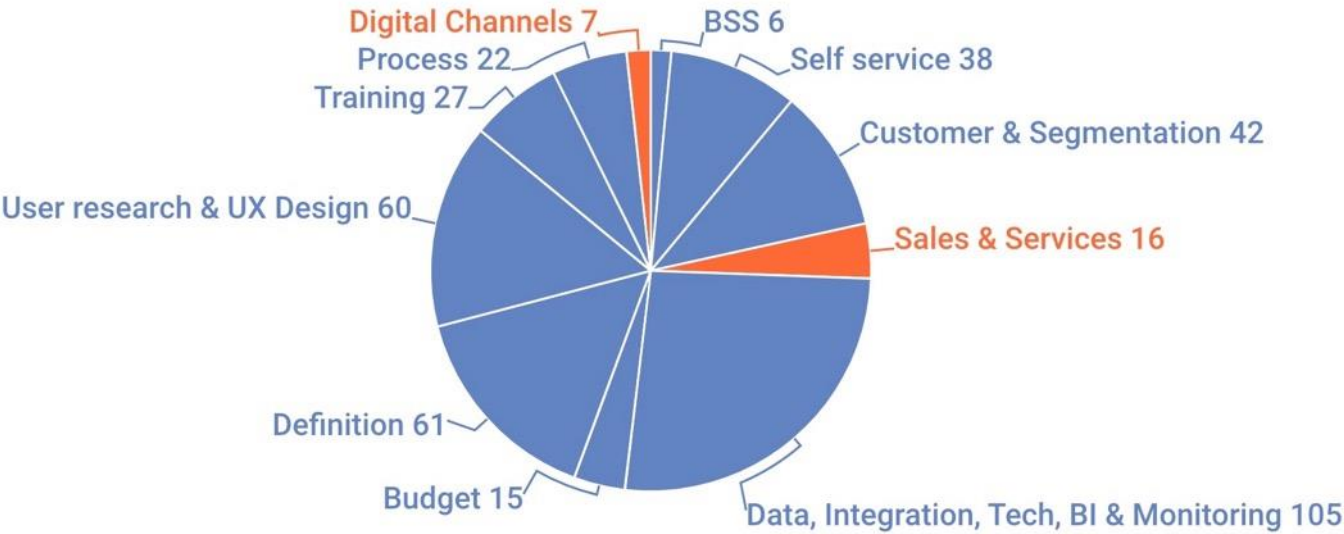


# Comparison of ideas: Day 1 vs. Day 2

Whilst Day 2 generated 57% of the volume of ideas(adjusted for workshop size), the breadth of ideas from Day 1 was greater - even generating themes (marked orange) not mentioned Day 2



Number of ideas generated in Day 1 vs. Day 2, scaled for the different in number of participants to allow meaningful comparison.



In the pie chart above, slides represent Theme Groups were created from merged affinity groups that had very strong overlapping meaning to better understand the balance and scope of ideas presented overall.



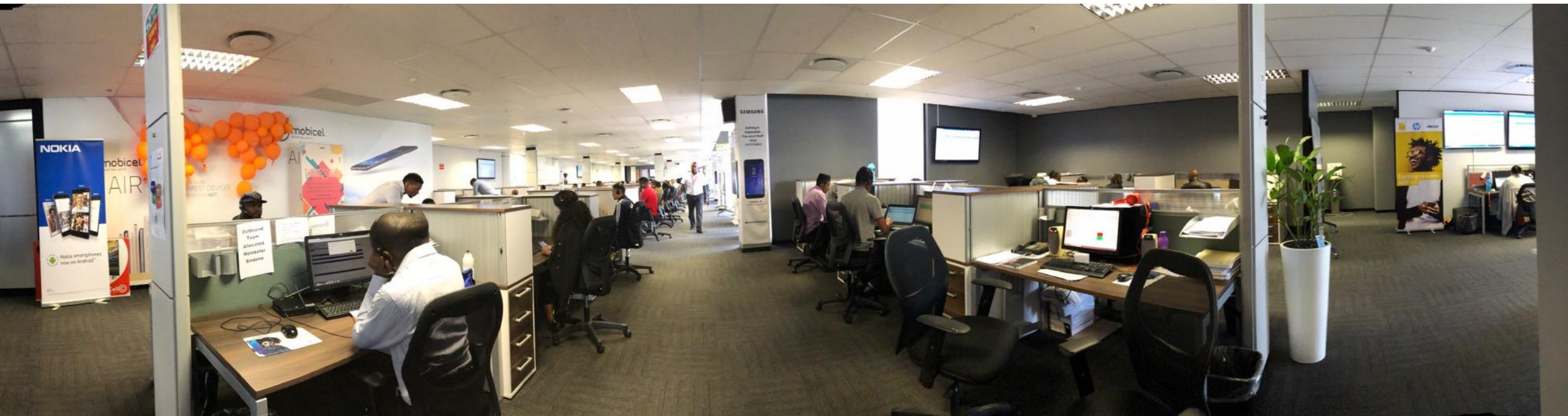
# Primary User Research with Agents

# Agent Customer Interactions

We made a short initial Contextual Enquiry of call centers & offices sat with call center users from a number of departments outgoing, incoming, cancellation & Exclusive\*.

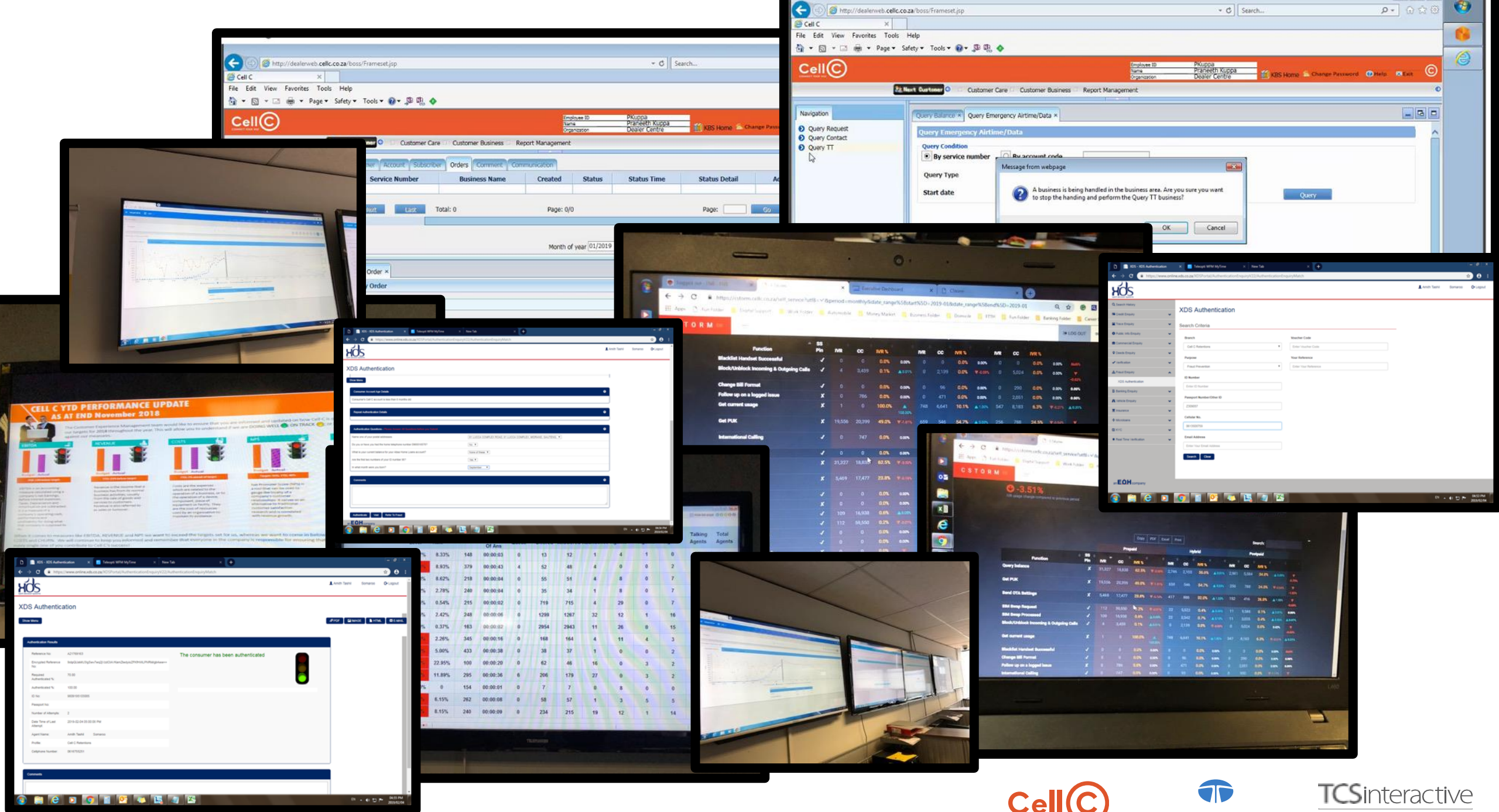
- Each call is a complex process involving many inputs and specialist knowledge that agents have to master the intricacies of, to provide effective calls
- Often Agents have to search for the right Terms and Conditions to read out – on the customer's time
- Calls originating from a single query or reason often spawn extra, useful queries or identify latent customer needs

\* To be researched with greater sample size and accuracy over the weeks of February - May



# Agents

Using empathy,  
a friendly & polite exactness  
to develop strong customer rapport  
whilst solving customer issues  
and optimise sales



16-20 systems  
could easily be used in connection  
with some customer issues

# Voice of Customer

"Since last year, I have been awaiting a refund from Cell C for overpayments I had previously made on my contract. **Every time I call to check the status of my refund, I am told the supervisor is not available** to advise on status. I have submitted all required documents ..."

"I have been in contact with the call center since last year late and I have been having no joy at all with them as **no one is willing to assist me nor is anyone trying to understand what my query is**"

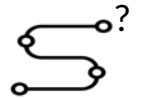
"I am so disappointed with cell c customer service, I **have tried so many times to do sim swap. All they do is tell me stories ..**"

"What makes me mad is that **they don't have a system in place to know whom they have already phoned and spoken to**"

Little or  
No Contextual  
information to agent



No real  
understanding  
of customer journey ,  
Status



Reactive and  
complex service



"Fibre Support appears to have no idea what Support means! I have **sent mails for the same query on 09,14,22,23 and 24 January , 2019.**"

"**Very hard to cancel your contract** when it has ended....will screenshot my cancellation on the first of march 2018, I have paid them R1300 since then,, I'm still getting smsed that I need to make a R299 payment.... For what? I cancelled in March already and when you try calling them **you hold for 20 minutes and get transferred 20 different departs and keep holding**"

"Cell C are **no help in resolving queries you might have about their service...** The short story is i called in yesterday and highlighted the issue then technician gave me reference number.... I call the call center today ,and try to use the reference number, **no one is able to use the reference number.**"

"It has now been **4 months of numerous visits to stores, contact with call centers and head office** regarding my billing. Since cell c has taken over all of glo cell clients it has been a nightmare, for the two years that I was a glo cell client I had no issues with my top up contract,"

# We conducted a cross- channel assessment to understand pain points

## Unassisted Care



### IVR (~48% interactions)

- Multiple contact numbers (LOB wise)
- DTMF IVR- Moving to Dynamic IVR
- Little to no personalization
- <50% Self-Service ; Top 3 services - Query Balance, PUK and OTA settings



### Web FAQ's

- Information available on product and offers.
- Difficult to search required information.
- Limited information on common issues in FAQ section (top 3 customer issues are not addressed)



### My Account

- Account and usage information available.
- Limited self service options – recharge/ pay bills
- Proactive & Personalized offers / content is not available



### Mobile App

- Account and usage information available.
- Limited self service options – recharge/ pay bills
- Proactive & Personalized offers / content is not available

## Assisted Care



### Phone Support (~51% interactions)

- Primary channel , 24X7 coverage
- ~ 90% service level ,
- FCR ~ 84% (prepaid), 91% (Postpaid)
- Multiple Legacy Systems/ No single integrated view



### Webchat

- Only available for sales queries. For any service query , web form is presented as option.
- Limited operating window (10X6)
- High response time
- No post chat survey



### SM/Messengers (<1% interactions)

- Presence across social media platforms.
- Low usage < 1% of total interactions ( ~ 11K cases per month).
- No post interaction survey



### Emails/Fax (<1% interactions)

- Fax / Email/Web forms
- Low usage < 1% of total interactions ( ~ 11K cases per month).

Source: Information provided by Cell C, Secondary research on web, Cell C Website, IVR and Mobile App

# Cross- Channel Assessment Findings

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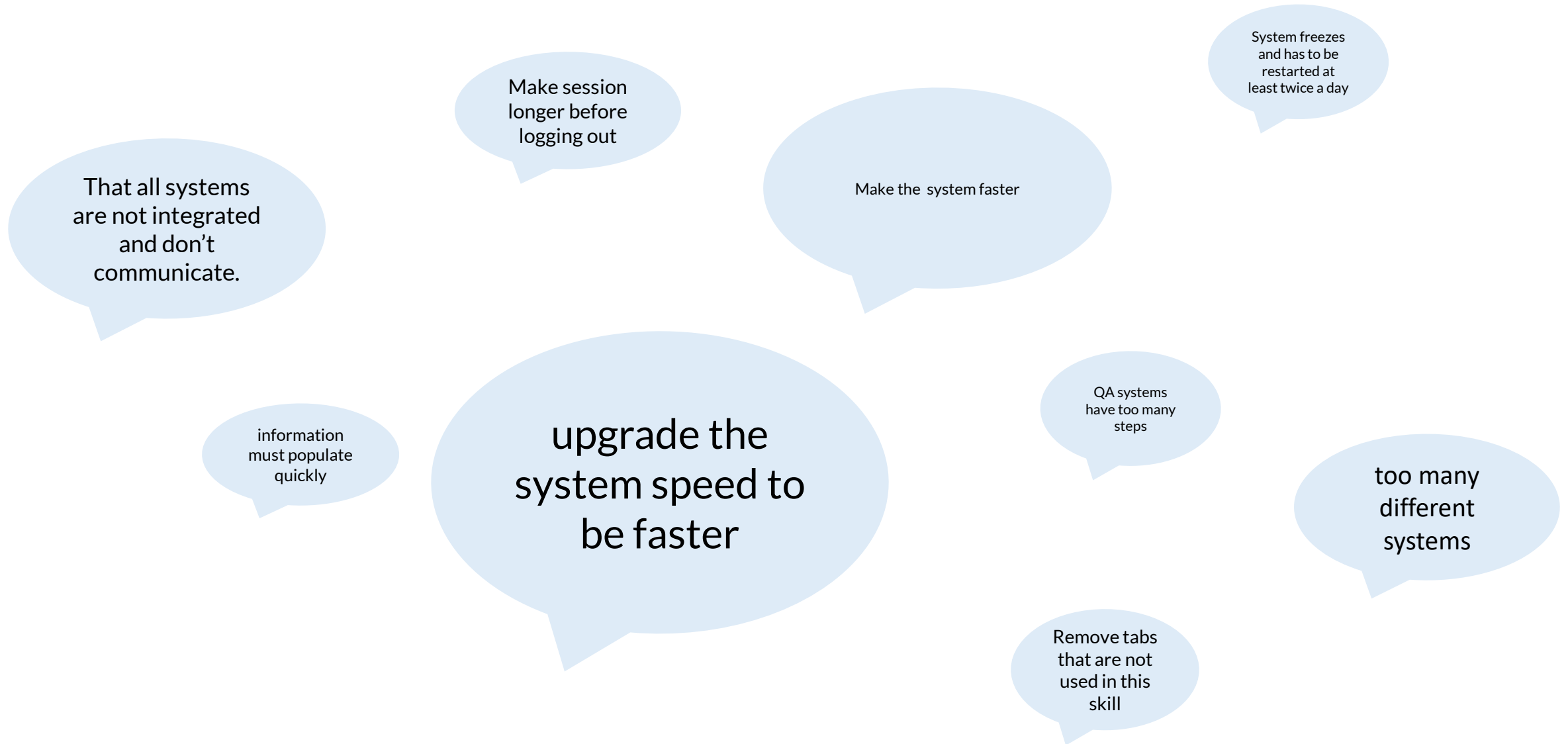


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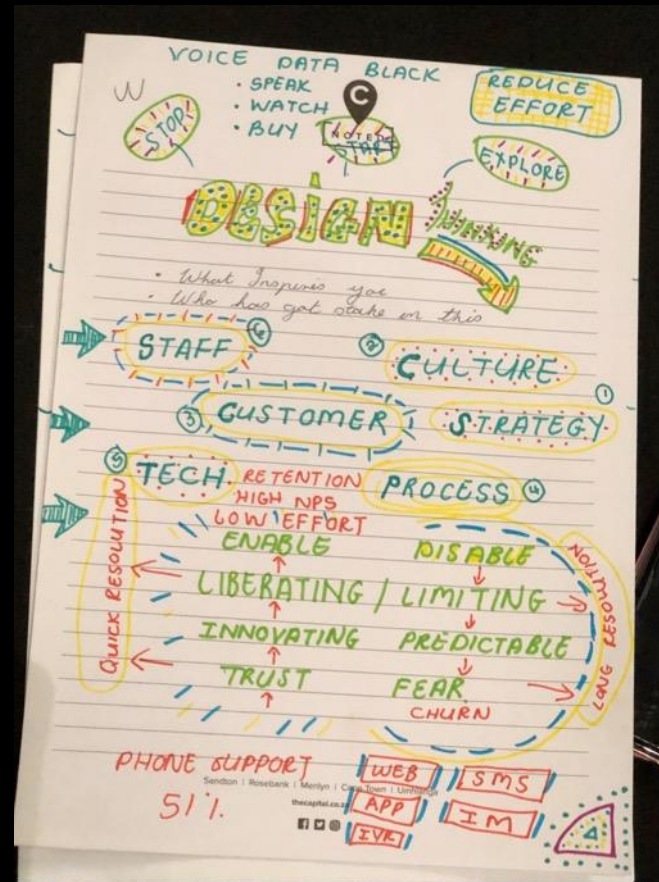
# Voice of Agent survey results



A photograph of a workshop booth with several smartphones mounted on white stands. The booth has a white counter with the text "EXPLORE OUR EXCITING" visible. The image is overlaid with a semi-transparent orange filter.

Moments from the workshops ...

## Selected moments from the workshops

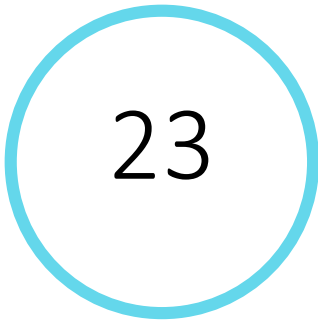


SketchNote produced by a Cell C workshop participant

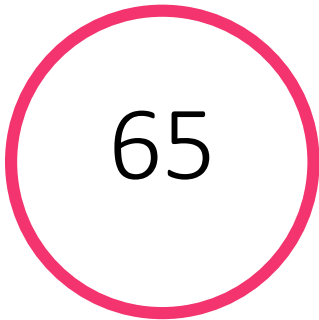
# Opening workshop metrics



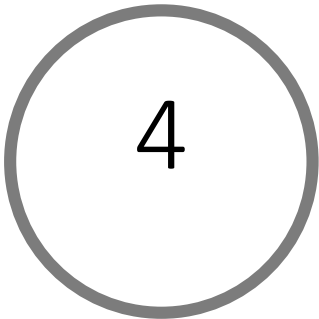
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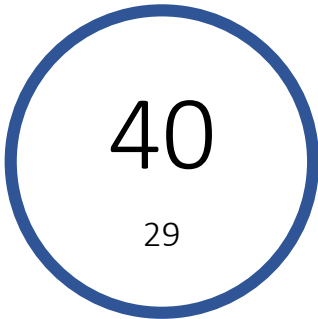
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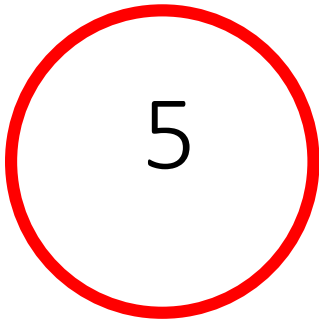
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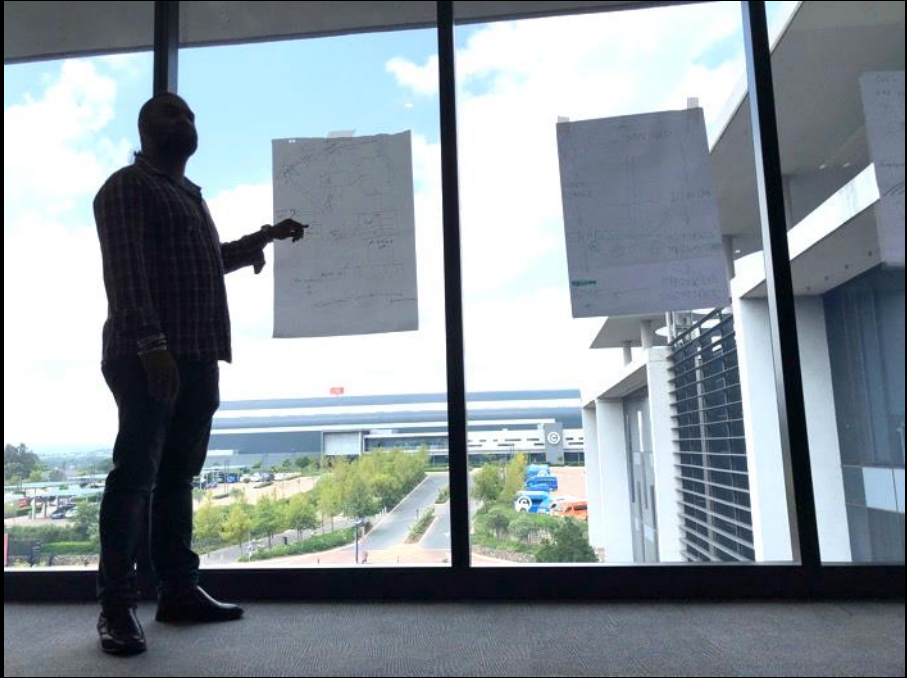








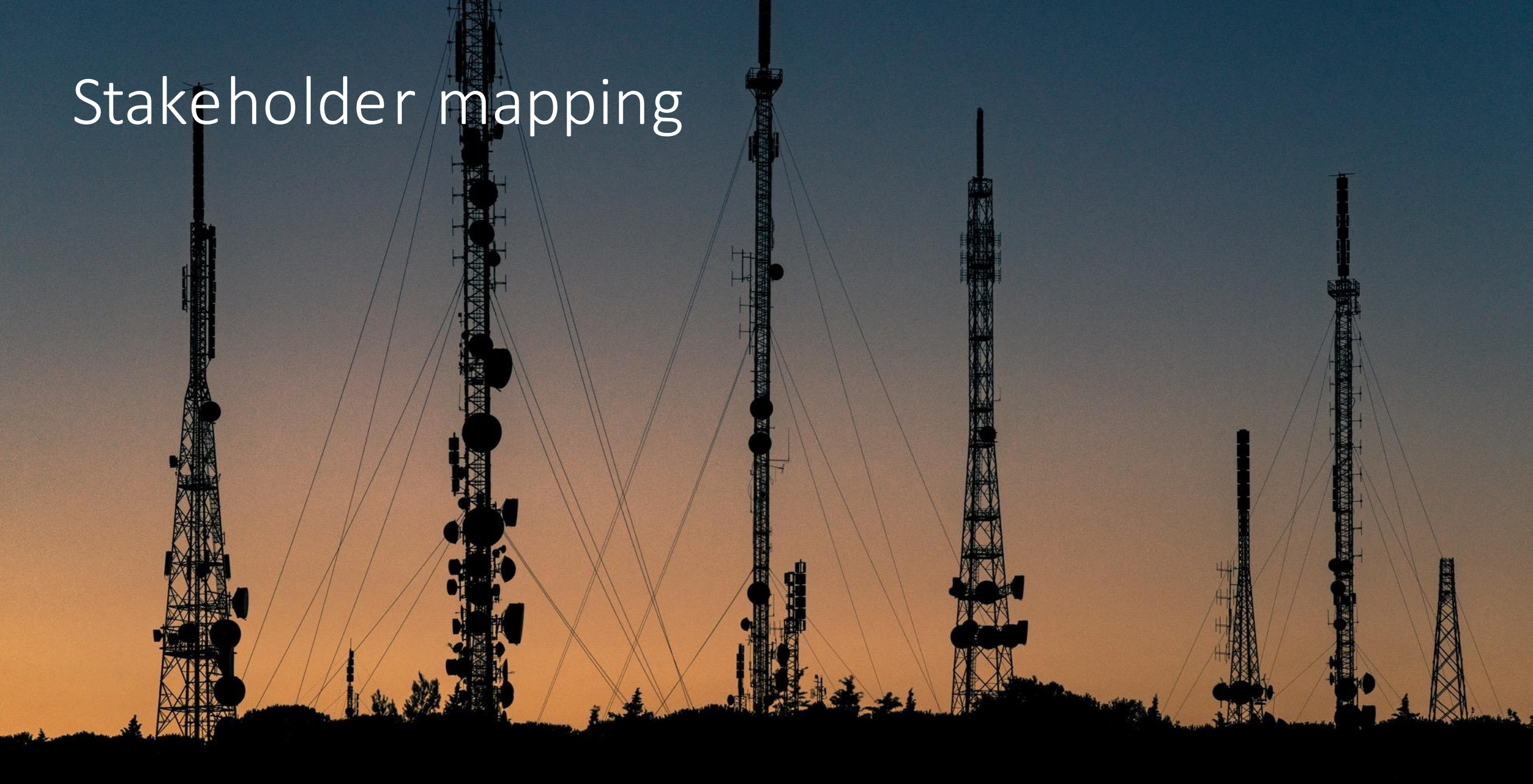








# Stakeholder mapping



# Stakeholder Mapping groups participants identified



# Stakeholder mapping

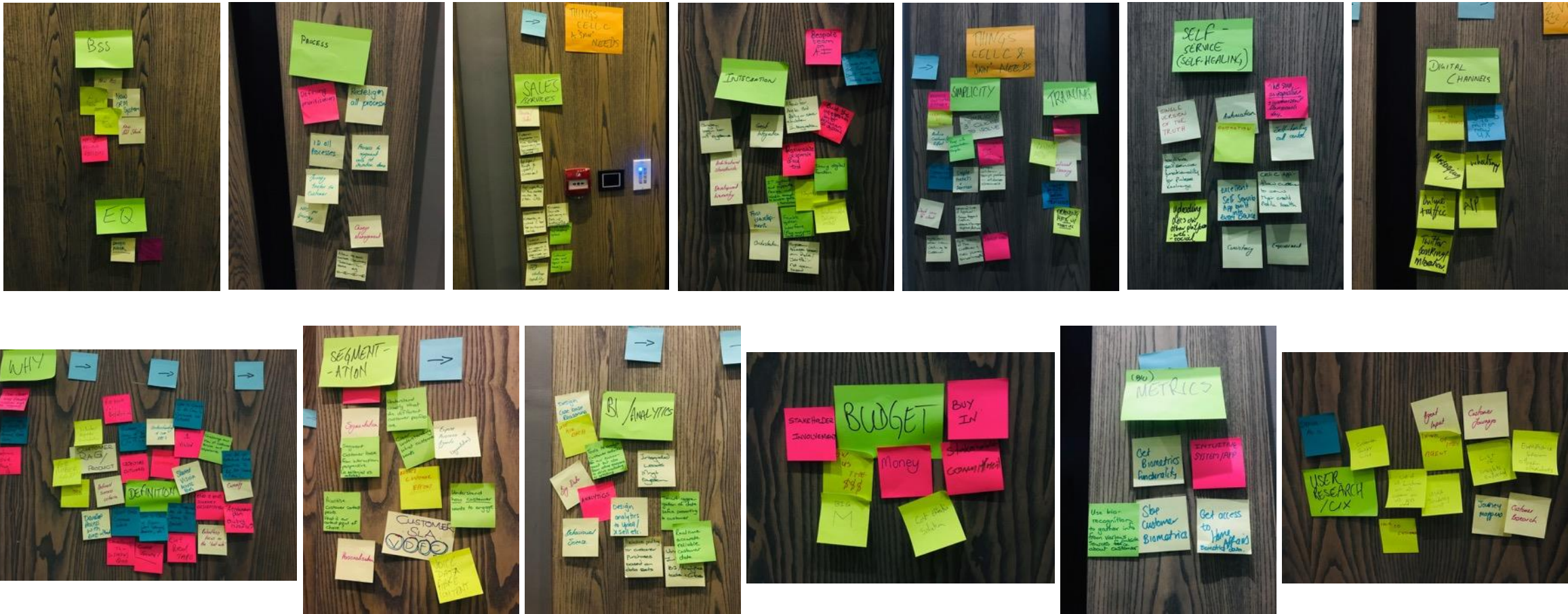
Participants produced a great variety of suggestions but they collectively identified & shared together the following groups of people with a stake in the project, in no particular order:

- Customers
- Cell C Executives
- Agents
- Training & Development
- Business Intelligence, Analytics & Monitoring(and data!)
- Finance & Billing Collections
- Suppliers (Third parties)
- Sales
- Digital & Tech



# Workshop Ideas Captured

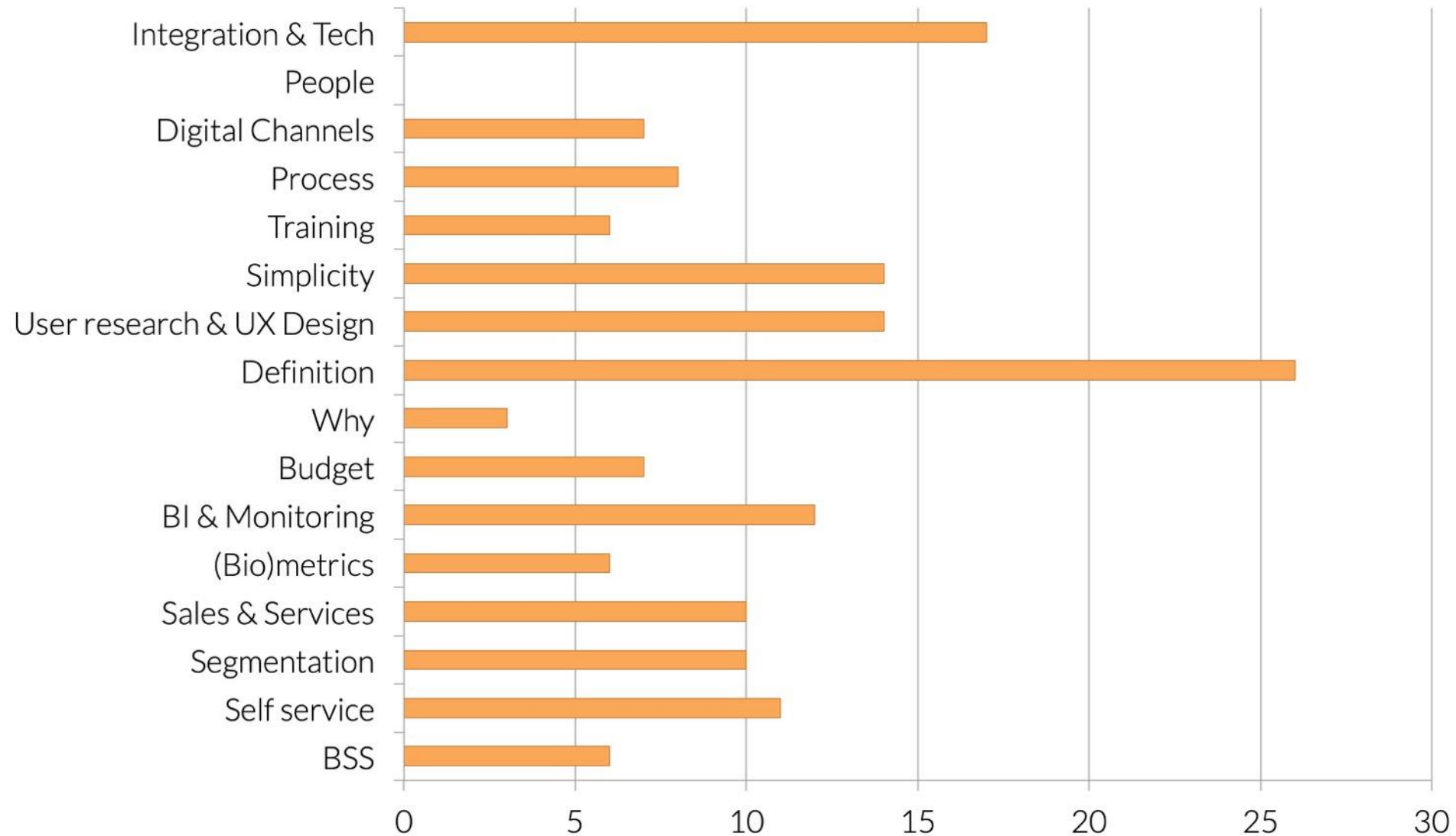
# Ideas from Day 1, Affinity Grouped



## Day 1: Theme Summary

- **Business Support Systems** – participants saw systems enhancements in Billing, PoS & CRM
- **Self Service** – empowered self healing systems were seen as key
- **Segmentation** – and personalization seen as key to enhancing customer experiences
- **Sales & Services** – tools to optimize the sales experience for customer and sales person
- **BioMetrics** – participants saw biometrics as a way of easing and simplifying customer identification
- **BI, Analytics & Monitoring** – access, awareness and use of big data in data science and customer understanding
- **Budget** – participants expressed their understanding of the need for strong backing for Skin
- **Why** – a small number of participants thought the project foundations were worth communicating more widely
- **Definition** – participants felt finer definition was required (reflecting with live research program)
- **User research & UX** – participants felt this was important to
- **Simplicity** – participants saw this value was key to the success of many project aspects
- **Training** – participants identified this as important but did not add significant detail to this
- **Process** – improving the process from the agent's side and clarity of experience for customer
- **Digital Channels** – expansion of digital channels to connect with customers was seen as important

## Day 1: Groups & Number of Ideas that participants identified



Ideas from Day 2, Affinity Grouped



## Ideas from Day 2, Affinity Grouped and Collected



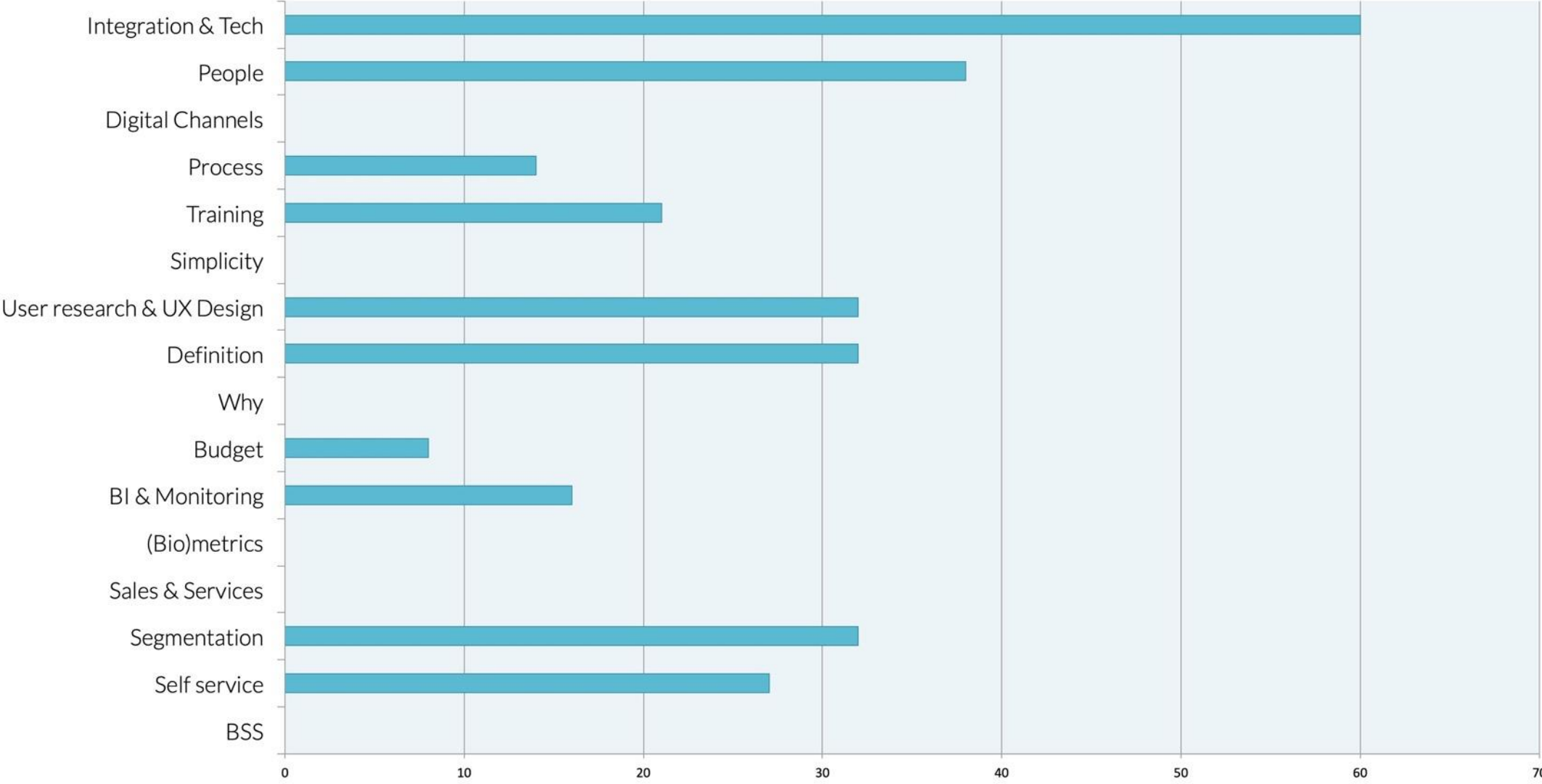
## Day 2: Theme Summary

- **Self Service** – empowered users with systems that helped and were self explanatory were also seen as a vital component
- **Customer (including Segmentation)** – and personalization seen as key to enhancing customer experiences
- **Sales & Services** – tools to optimize the sales experience for customer and sales person
- **Integrated Systems** – was implicitly voted the most influential area for ideas and improvement
- **Data & Tech** – The teams valued this, conjoining tech and data as one
- **Budget** – all participants expressed their understanding of the need for strong backing for Skin
- **Design, User research & UX** – participants felt this was a critical element to the result
- **Training** – participants identified this as important but did not add detail to this
- **Process** – it was felt refine was possible and time spent improving these was worth it in the end result

Whilst teams didn't call out some areas specifically they were represented in nuances of the ideas in groups above – values like simplicity featured integrally as a part of the teams vision of Design & Process, features like new Channels, Biometrics, BSS and Sales & Services were viewed through the lens of overall Training, Customer and Tech – particularly Data, Tech and Integration were conflated from the participants perspective.

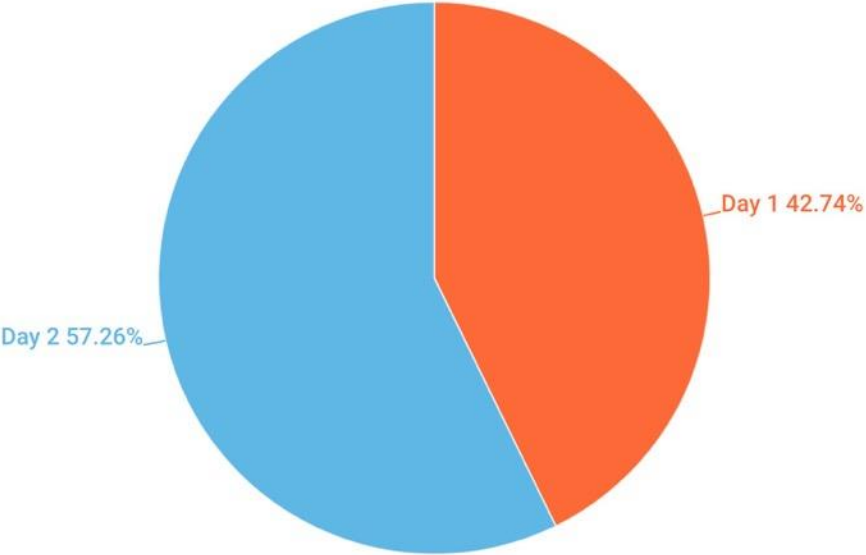
In later analysis it is worth drawing out and regrouping ideas from both workshop day participants into a groups titled Data, BI + Analytics; a group called Integration and another possibly labeled Other Tech or similar.

# Day 2: Groups & Number of ideas that participants identified

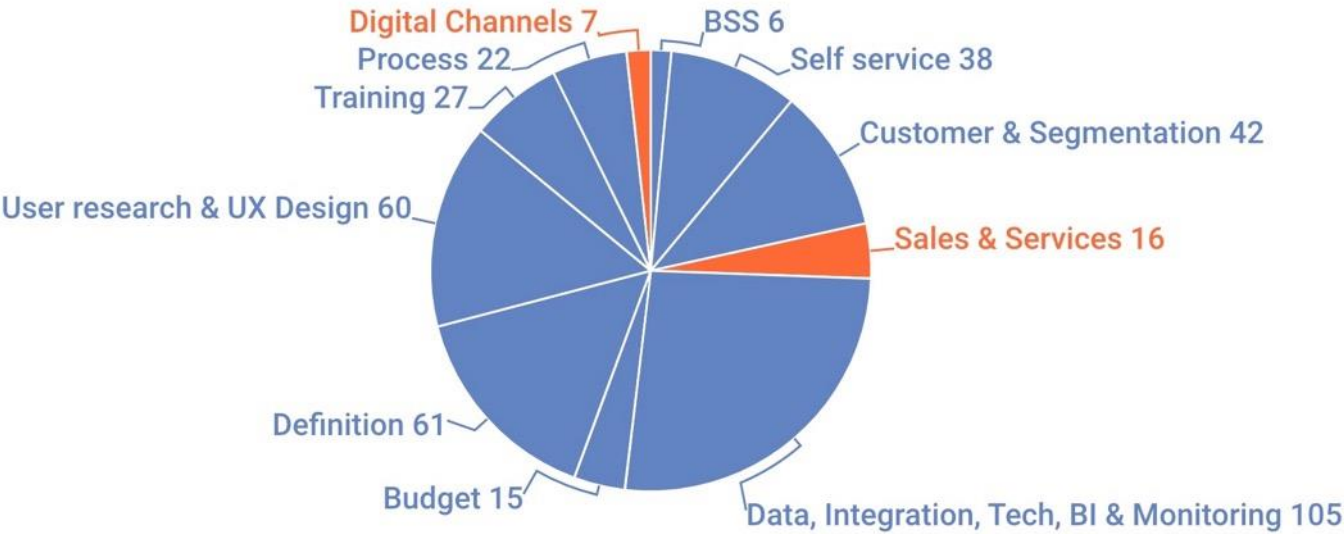


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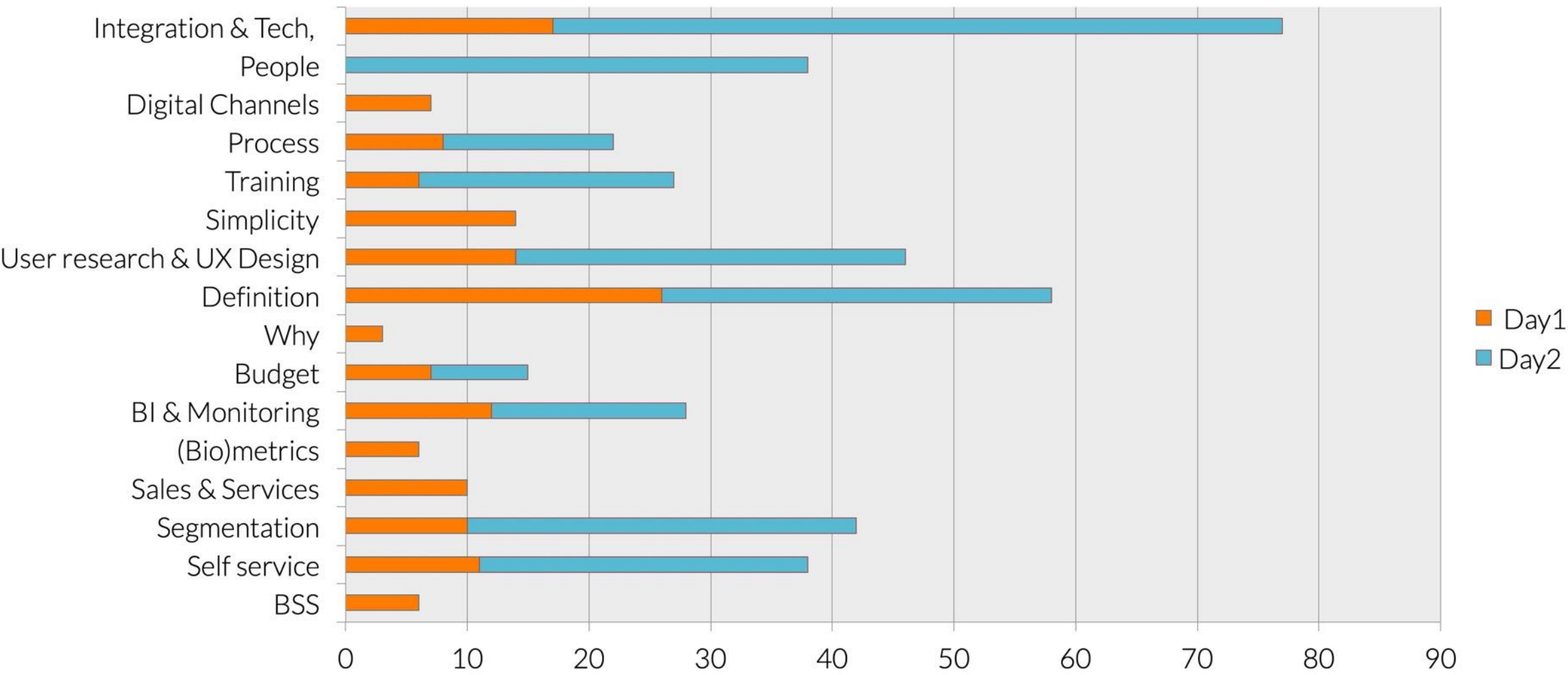


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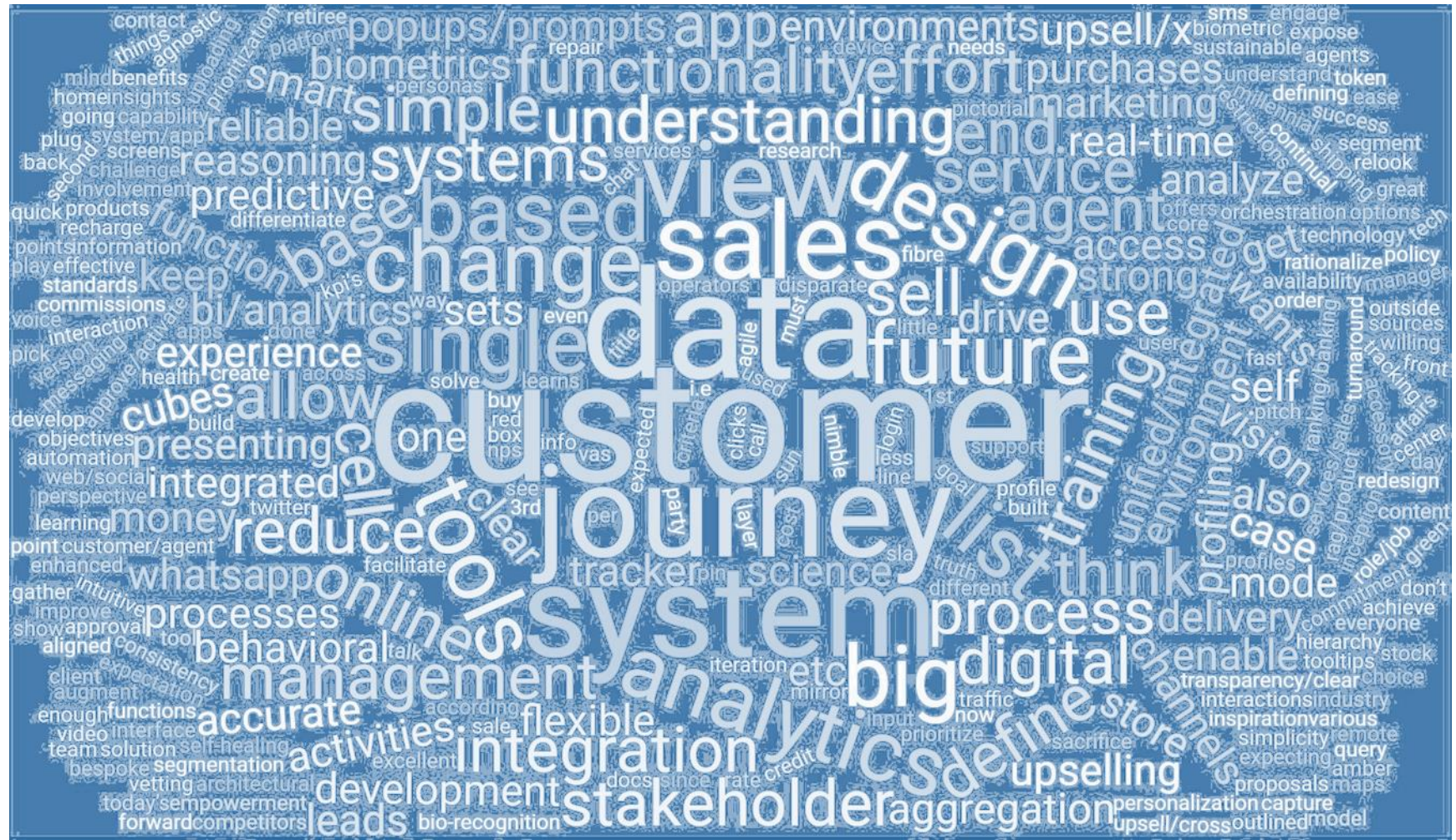
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# Day 1 & 2: Groups & Number of Ideas Compared



# Word Cloud

## Visualisation of words used by participant in ideation

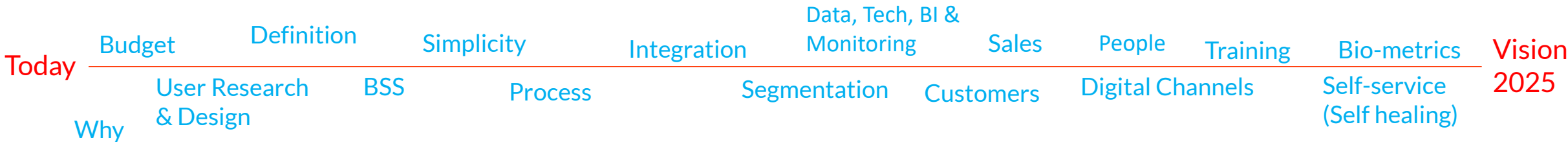


## Occurrences

31	customer
11	data
9	journey
6	system
5	sales
5	view
4	analytics
4	change
4	design
4	single
4	future
4	tools
4	based
4	list
4	big
3	understanding
3	integration
3	stakeholder
3	management
3	training
3	systems
3	process
3	service
3	digital
3	online
3	simple

# From Today to 2025!

Bridging the gap between Today and 2025 with ideas – themed grouping

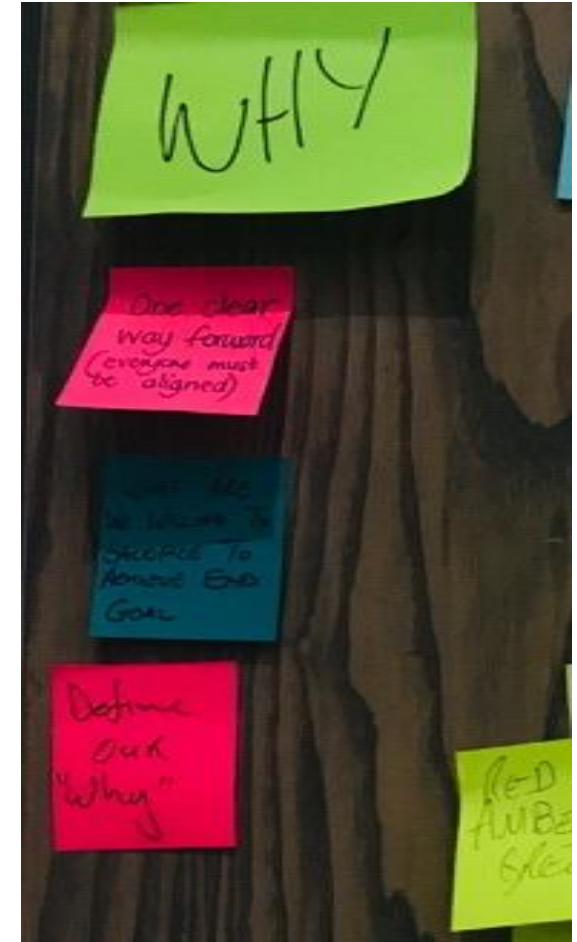


Participants’ grouped their ideas fell in to these main theme groups in the workshop

# Key theme: Why (-do we need this now)?

## Participant thoughts

- One clear way forward (Everyone must be aligned)
- What are we willing to sacrifice to achieve end goal
- Define our "Why"



# Key theme: Definition of the project

## Participant thoughts

- Industry Agnostic expectation
- Red Amber Green
- Think out of “Box”
- Customer RAG/product
- Define success criteria
- Develop process with ease in mind
- Objectives outlined
- Relook policy restrictions
- Transparency/clear vision of the future needs
- Understanding of core KPI's
- 1 Vision
- Who is going to be cell C customer of future
- Challenge our view of customer service and experience
- What are we expecting future benefits to be, for customer and cell C

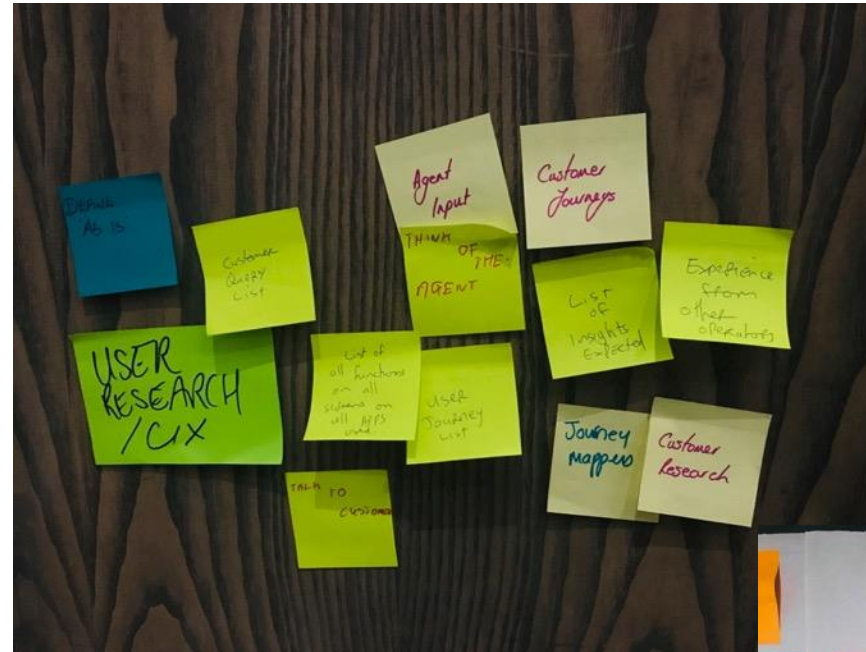
- Curiosity
- End 2 End Journey design/view
- Acceleration plan existing resource?
- Relentless focus on the ‘Last mile’
- Cut red tape
- Clear scope
- Challenge the status quo
- What does customer want
- Who is cell C in 5 years? What services, products etc.
- What problem are we really trying to solve
- Challenge our view of customer service and experience



# Key theme: User Research

## Participant thoughts

- Define 'As is'
- Customer query list
- Agent input
- Think of Agent
- List of functions on all screens on all apps used
- Talk to customer
- User journey list
- Customer journey
- List of insights expected
- Experience from other operators
- Journey maps
- Customer research



# Key theme: Budget

## Participant thoughts

- Show us the \$\$\$
- Big money
- Money
- Buy in
- Stakeholder commitment
- Cost effective solution
- Stakeholder involvement



# Key theme: Business Intelligence & Analytics

## Participant thoughts

- Design case base reasoning
- Use 'Big Data'
- Tools to analyze customer activities in our environment but also from other environments to drive marketing or upselling
- Integrated leads management system
- Analytics
- Design analytics to upsell/x sell etc.
- Behavioral science
- Predictive profiling for customer purchases based on data sets
- Smart aggregation of data before presenting to customer
- Real-time accurate reliable customer data
- Unified/integrated BI/analytics tools + cubes



# Key theme: Segmentation

## Participant thoughts

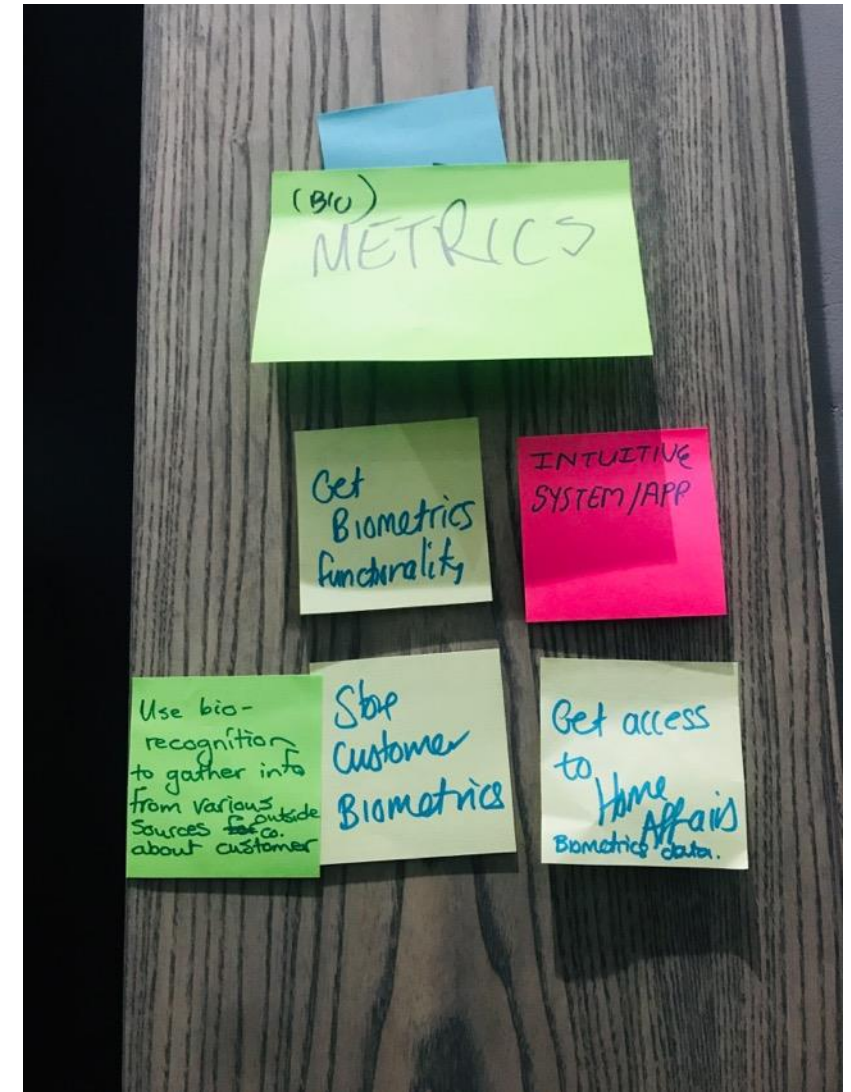
- Segment customer base from interaction perspective (i.e. millennial vs retiree)
- Prioritize customer contact points. What is our point of choice?
- Personalization
- Customer SLA (Voice data Fibre Content)
- Understand how customer wants to engage
- Reduce customer effort
- Clear understanding what customer wants
- Understanding what the different customer profiles are
- Expose personas to agents (segmentation)



# Key theme: Bio-metrics

## Participant thoughts

- Get biometrics functionality
- Intuitive system/app
- Store customer biometrics
- Use bio-recognition to gather info from various sources outside about customer
- Get access to home affairs – Biometric data



# Key theme: Simplicity

## Participant thoughts

- Single view of client
- One view of the customer & their journey since inception
- Reduce customer/Agent Effort
- Reduce customer effort
- Keep information simple
- Single view
- Keep it simple
- Simple products + services
- Simplicity "3" clicks to solve
- Change the little things
- How do we differentiate with competitors
- SMS on offers from vetting to customer
- Second line of approval: Sales agent capture, Store manager approve/Activate



# Key theme: Digital Channels

## Participant thoughts

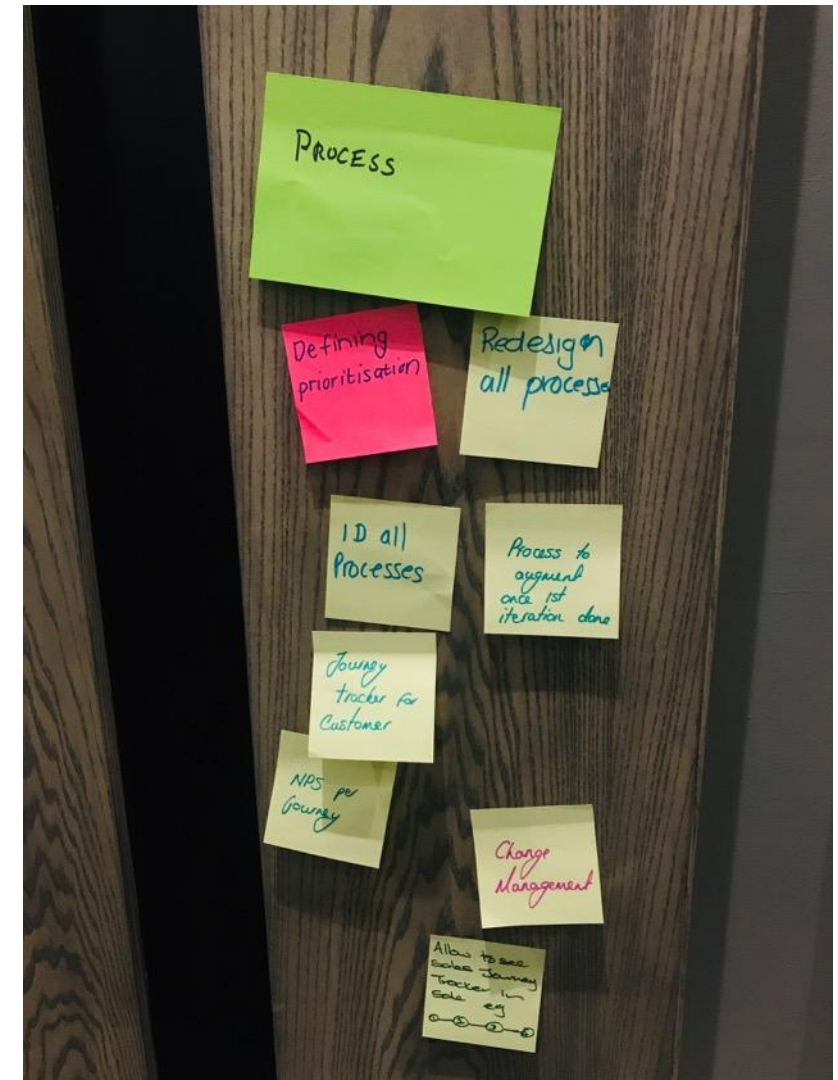
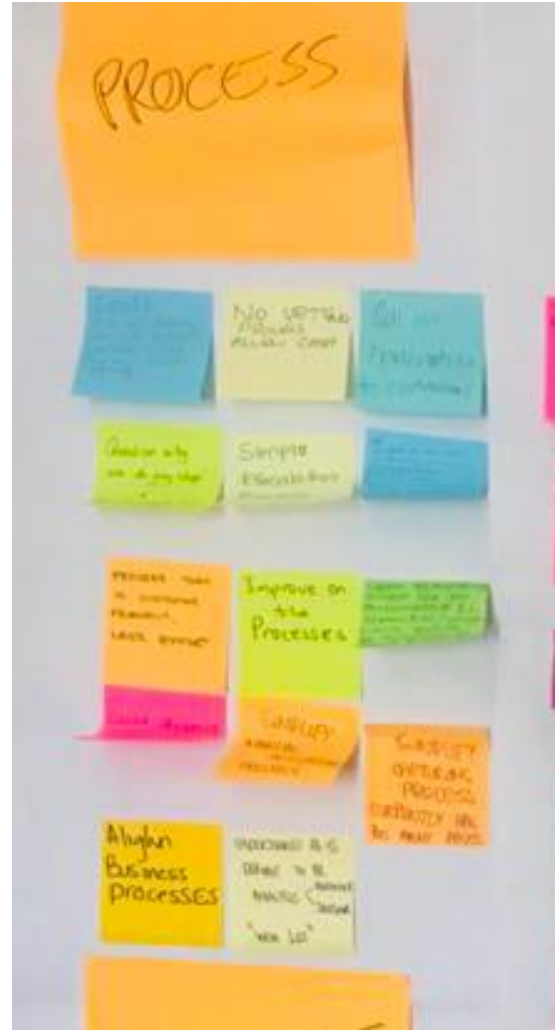
- Improve digital channels
- Online journey to mirror now UX
- Messaging
- WhatsApp!
- Online traffic
- App
- Twitter Ranking/Banking Interactions



# Key theme: Process

## Participant thoughts

- Defining prioritization
- Redesign all processes
- ID all processes
- Process to augment once 1st iteration done
- Journey tracker for customer
- NPS per journey
- Change management
- Allow to see journey tracker in sale



Key theme: Self-service, self-healing

## Participant thoughts

- Single version of the truth
- Facilitate self service functionality for Pin less recharge
- Uploading docs on other platform – web/social
- Excellent self service app built into even device
- Consistency
- Cell C app: allow customer to view their credit profile health
- Empowerment
- Self-healing call center
- The sun – as inspiration. A system that learns each day
- Automation
- Foster delivery (RAM)
- Provide customer with info before they ask
- Chat bots and whatsapp support



# Key theme: Integration

## Participant thoughts

- Single login for all systems
- Architectural standards
- Development hierarchy
- Fast development
- Orchestration
- Great integration
- Allow for agile 3<sup>rd</sup> party or stakeholder integration
- Build the integration system layer between all systems
- Rationalize disparate back end
- Strong digital function
- IT systems and support flexible and nimble enough to enable quick change turnaround
- Flexible system interface (Plug and play front end)
- System access based on role/Job title: Not token based
- Sustainable delivery model
- Strong digital function
- Why is the technology of the future. Don't think according to today's tech only
- Bespoke team on AI



# Key theme: Training

## Participant thoughts

- Change process before training
- Training mode with tooltips
- Training mode
- Continual learning
- Update training content
- Educate, empower agents
- Quality training of agents
- Quality and quantity
- Educate the agent
- Adapting to change: educate & relearn
- Update staff in all products
- Create a training time that links to your chat



# Key theme: Integrated Systems

## Participant thoughts & ideas

- Integrated Systems
- Reduce complexity
- Improved online refund process
- Wendy – Upon approval of the assessment on a collected handset debit order must stop
- Live stock reporting
- Centralised database
- Unified systems
- Integrated systems
- Systems and tools
- Technology partners
- Upgraded systems
- Reporting across systems



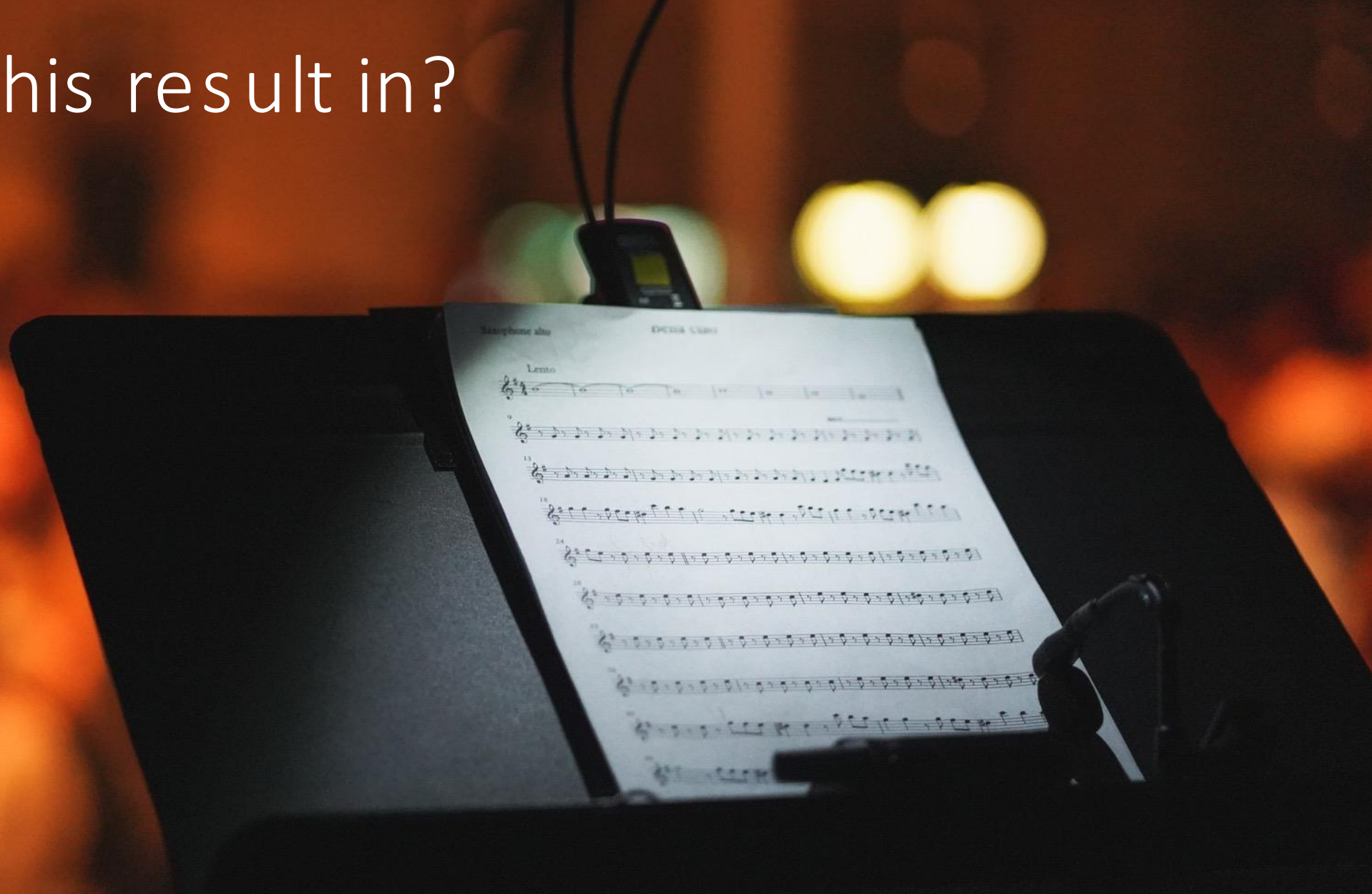
# Key theme: Sales / Service

## Participant thoughts and ideas

- Pictorial proposals in the sales journey for accessory sales
- Popups/Prompts to upsell/cross sell
- Popups/Prompts in the sales rate to pitch VAS
- Commissions: Create a what if tool for enhanced sales.
- Enable remote delivery pick up functionality across channels
- Stock availability and shipping options
- Customer order and repair online tracking
- Video chat WhatsApp capability
- Services/Sales



# What did this result in?



# Summarized Outcomes

## Principles & Themes

Simplicity

Proactive

Digital First

## Aims

Better design

Personalization

## Information & Data

Contextual information

Cross product view & analysis

## Functions

Cross product management

Data Hub

# Outcomes - what did they mean on the day?

## Principles & Themes

- ***Simplicity*** – a great design principle to aim for, the team also wanted to aim for
- ***Proactive wherever possible*** – the applications should ‘think ahead’, anticipate what the customer might need given their current data and challenges we have on them
- ***Digital First*** – think digital first before other channels

## Aims

- ***Better design*** – design with thought, research and our Users’ perspective
- ***Personalization*** – create experiences that are smart and personalised to a particular context, agent and customer

## Information & Data

- ***Contextual information*** – provide rounded data for the context, not aligned by system
- ***Cross product view & analysis*** – to view all a customer’s products and possible, best options using a streamlined interface

## Functions

- ***Cross product management*** – to be able to easily change, update and affect all a customer’s products using a streamlined interface
- ***Data Hub*** – to leverage data far better within the Cell C ecosystem

A man with long dark hair and round glasses is looking upwards and to the left. He is wearing a dark coat and a patterned scarf. The scene is dimly lit with a strong blue light source, likely a neon sign, visible in the upper left corner. The background is dark with some blurred lights.

What next?

# Where next?

The results, research, findings and observations from this event have been collected and smoothly absorbed into the 4 month TCS Research project.

Results from this will be forthcoming if you not have already seen results from the research with Agents by the UX team.

The TCS Interactive UX Team will deliver many other User Research artefacts like personas and reports on the Surveys, Contextual Enquiry work and more.



Thank you!